

A GUIDE TO PROTOCOL

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Personnel—General
A GUIDE TO PROTOCOL AND ETIQUETTE
FOR OFFICIAL ENTERTAINMENT

	Page
Introduction	i
Chapter 1. Visits and Introductions	
Army customs	1
General rules.....	1
Introductions.....	2
Chapter 2. Invitations and Replies	
Formal invitations.....	5
Replies to formal invitations.....	5
Withdrawing an acceptance.....	5
Recalling a formal invitation.....	8
Advancing or postponing an invitation.....	8
Informal invitations.....	9
Chapter 3. Official Entertaining	
Army customs	11
Formal receptions and receiving lines	11
Display of flags at military receptions/dinners	13
Seating arrangements	15
Formal dinners	17
Chapter 4. Ceremonies	
General	25
Seating arrangements.....	27
Chapter 5. Order of Precedence	
General rules	29
Individuals frocked to a higher grade.....	31
Individuals on approved promotion lists	31
Sergeant Major of the Army	31
Retired Army officers.....	32
Chapter 6. Forms of Address	
Chapter 7. Arranging Visits for Dignitaries	
Planning	39
The escort officer	40
Entertaining foreign dignitaries	41
Menus.....	41
Beverages	42

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Appendix A. Guide to Proper Dress

Appendix B. List of States by Date of Entry into the Union

Appendix C. Precedence Among Foreign Service and Other Officers of the
U.S. Government

Appendix D. Reception Checklist

Appendix E. Bibliography

INTRODUCTION

Protocol is accepted practices developed among nations in the course of their contacts with one another. It is a combination of good manners and common sense which allows effective communication between heads of state and their representatives. It is not static. Rather, it is an evolving science which, over the years, has lost much of its traditional pomp and picturesque ceremony. Changes in accepted protocol, however, are best left to the highest policy-forming officers in the Department of State. Error in protocol may be mistaken for a signal of a change in the international climate. Persons using this pamphlet are cautioned that unauthorized innovations in protocol, however well intentioned, are improper.

Etiquette is the body of manners and forms prescribed by custom, usage, or authority. It is accepted as correct behavior when people deal with one another. Etiquette preserves respect for the rights and dignities of others. In short, etiquette is good manners. Today, many of the old established customs are blended with less restricted ways of life—of entertaining with little or no help, in communicating with others, and in coping with everyday problems that once were handled by a staff. The full integration of women and races into the services brought more changes. Service people now have a more knowledgeable way of life. Still, as in bygone years, there are certain rules to be followed in order to reach the goal of easier, gracious living.

As with any rule of the road, a charted course will get you to a specific place at a given time for a certain occasion. Proper etiquette is not artificial. It is a practical set of rules. When learned, these rules save time that would be wasted in deciding what is proper. Etiquette helps people get on with the more important phases of social interaction.

The intent of this pamphlet is to provide you with the basics of proper protocol and etiquette. Using this information as a foundation, you should feel at ease in such matters as calling cards, introductions, invitations and responses, official dinners, seating and precedence, forms of address, and arranging visits for important visitors. With practice, protocol and etiquette will not be difficult, but will be instead a natural, courteous way to properly greet and entertain civilian and military visitors and colleagues.

Chapter 1

VISITS AND INTRODUCTIONS

ARMY CUSTOMS

The exchange of courtesy visits is one of the Army's oldest and best established traditions. This is one way soldiers can make social contacts among themselves. These visits, known as official and social calls, are essential to mutual understanding, respect, confidence, and teamwork. The size and complexity of today's Army may hinder the exchange of courtesy visits. You should follow established customs of the Service, whenever possible.

GENERAL RULES

Policies for making official and social calls differ widely in the various commands and organizations. Such calls are not made as extensively as in past years. Ask the adjutant, the commander's Aide, or the agency executive officer about the commander's wishes.

OFFICIAL CALLS

a. General. All official calls are made at the office of the person visited.

b. Arrival Calls. Paid by a subordinate to an immediate superior and then on that officer's superior; i.e., new major to a battalion sets a courtesy call with his Battalion Commander and Brigade Commander for introduction. Another method is to have the newcomer escorted to the various offices, introduced to fellow workers, then at a time convenient to superiors, by appointment, courtesy calls are made. Official calls are made within 48 hours after arrival at the new location.

c. Departure Calls. The official procedures for leaving an installation or post may vary. Custom requires that an officer departing the post make an official call on his immediate commanding officers as an act of courtesy.

SOCIAL CALLS

The practice of making social calls has declined greatly. The more common practice today is to have a "hail and farewell" to introduce newcomers and say goodbye to those leaving. However, one should inquire as to which method the commander prefers upon arrival at the new location.

- a.* Some general rules for making social calls:
- (1) Calls are normally made at the officer's residence.
 - (2) The visit is planned at a time convenient to the officer visited.
 - (3) If the commander is married and the commander's spouse is present, the spouse of the officer making the visit should also attend.

(4) Social calls should last no less than 10 minutes and no more than 15, unless the caller is requested to stay longer.

b. Commander's Reception. The custom at many installations is for the senior officer to periodically entertain assigned officers and their spouses at a reception or series of receptions.

c. New Year's Day Call. It is customary in many organizations for the officers of the unit to call on the commanding officer on New Year's Day. One should inquire as to the local policy and how the commander desires to have people call; e.g., alphabetical: A-M 1300-1415, M-Z 1430-1545.

INTRODUCTIONS

General guidelines. Brevity and accuracy are the two requirements that must be kept in mind when introducing people. The person making the introduction is completely in charge of the situation for the length of time that it takes to effect it. There are a few simple rules to remember, as shown below.

a. A man is always presented to a woman—with the exception of the president of any country, a king, a dignitary of the Church, or when a junior female officer is “officially” presented to a senior male officer.

b. The honored/higher-ranking person's name is stated first, then the name of the person being presented.

c. Young people are presented to older people of the same sex.

d. A single person is introduced to a group.

Chapter 2

INVITATIONS

COMPLETELY ENGRAVED INVITATIONS

a. Engraved invitations (figure 2-1), the most formal and expensive, are only issued for very special occasions. They generally include the engraved phrase "request the honor (or pleasure) of your company" or "cordially invites you to attend." Occasionally the guest's name is handwritten.

b. Invitations are sent out 2 or 3 weeks in advance. If the function is extremely large, 3 or 4 weeks may be more suitable.

c. Engraved invitations often include an admittance card to be shown at the door. If admittance or seating cards are enclosed, they should be brought to the function.

d. If the party is in honor of a distinguished visitor or other high-ranking official, "In honor of" is usually the first line of the invitation, with the appropriate information on the individual(s) on the next line or two:

In honor of

General and Mrs. John F. Clarendon

In honor of

The Honorable Theodore B. Freedom

Mayor of Independence

SEMI-ENGRAVED INVITATIONS

a. Semi-engraved invitations (fig 2-2) are adaptable to any date or occasion and are less expensive. They generally are used by individuals who must entertain often, and are correct for luncheons, receptions, dinners, or retirements.

b. Honored guests may be designated by the phrases "In honor of Major General and Mrs. Smith" or "To meet Major and Mrs. Jones." The first phrase is more often used for prominent persons; the second, for new arrivals and guests.

c. Formerly, it was not considered correct to ask an important official "to meet" anyone of lesser rank. Today, however, most officials may wish to know for whom a party is given, possibly influencing his or her acceptance.

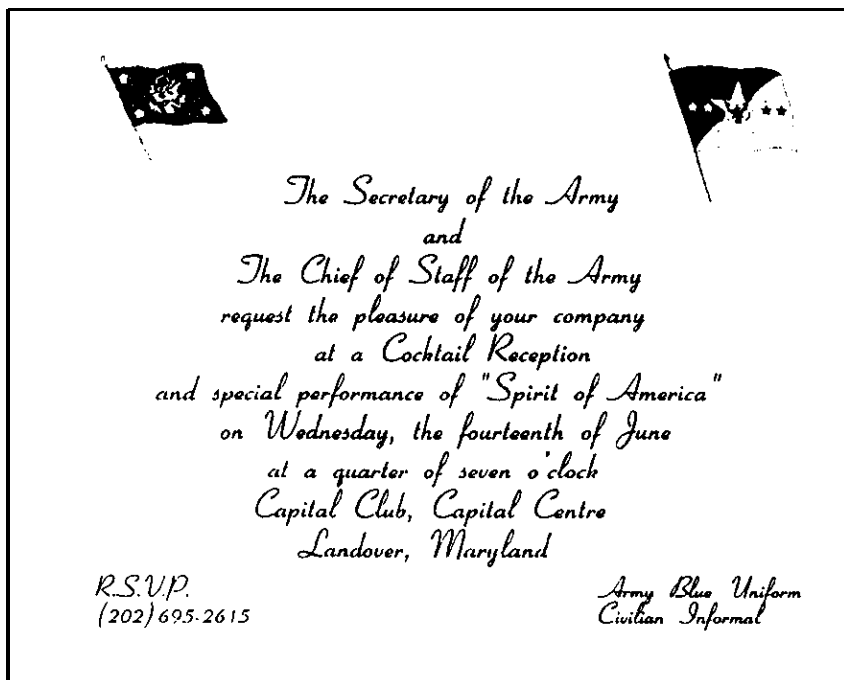


Figure 2-1. Formal engraved invitation

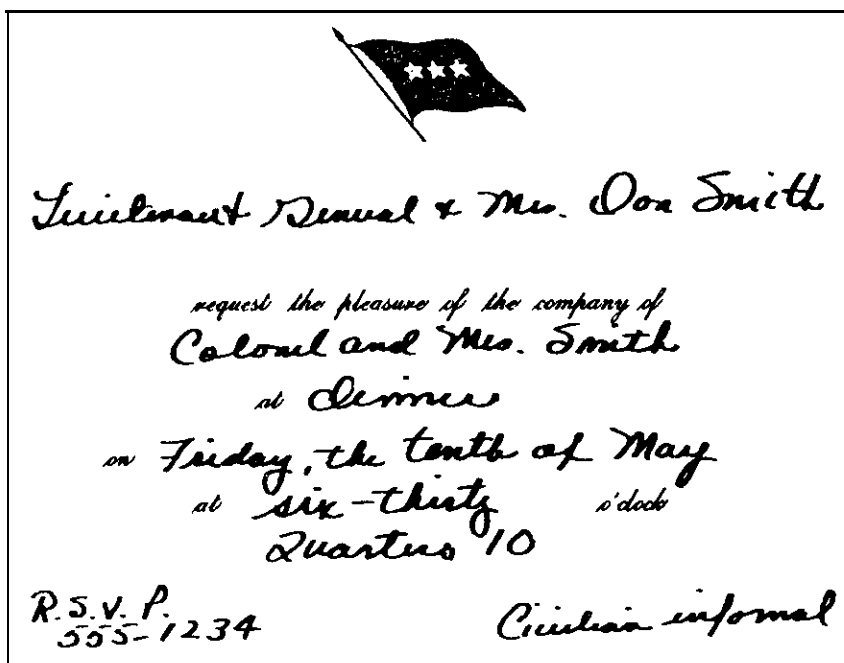


Figure 2-2. Semi-engraved formal invitation

FORMAL WRITTEN INVITATIONS

Formal invitations may be hand-written (fig 2-3) on note paper in black ink. The wording and spacing used on the formal engraved invitation (fig 2-1) are followed. This type of invitation is used when the hostess prefers it, and if the size of the party does not make preparing them burdensome.

TELEPHONE INVITATIONS

a. Telephone invitations are correct (even for formal functions) for small affairs. The host, hostess, aide, or secretary makes the calls.

b. To confirm oral invitations, reminder cards are frequently sent out to those who have accepted. The engraved, semi-engraved, or handwritten invitations may be used. Draw through the R.S.V.P. and telephone number, writing the words "To remind" underneath.

REPLIES TO FORMAL INVITATIONS

a. A reply to a formal invitation (fig 2-4) should be written 48 hours (preferable 24 hours) after receiving a luncheon or dinner invitation.

b. A regret (fig 2-5) includes the same information shown on the invitation, except that no reference is made to the time or place.

a. A formal invitation may request that the reply be addressed to an aide or social secretary. If this is not indicated under the R.S.V.P. on the invitation, the reply is addressed to the host and hostess.

b. A married couple should accept a formal invitation only if both attend, otherwise neither attend. The rule here is both or neither.

c. Printed reply cards may be enclosed with invitations to large official functions such as retirement reviews and receptions. This provides for accurate accountability of the guests. The card, with a self-addressed envelope, may be in fill-in type requesting specific information written by hand or typewritten.

WITHDRAWING AN ACCEPTANCE OR INVITATION

There are few valid reasons to withdraw the acceptance of an invitation: serious illness, a death in the family, absence due to an upcoming transfer, official duty, or very important business elsewhere. It should be noted that an invitation to The White House takes precedence over all others (fig 2-6).

a. *Recalling a formal invitation.* When unavoidable circumstances warrant, a formal invitation may be recalled. If the occasion was small, and the invited guests would know the reason for withdrawal, none need be given. If the invited guests may not know why the invitation is being withdrawn, the reason for recalling it is prepared on a printed form rather than an engraved form (fig 2-7).

b. *Advancing or postponing an invitation.* Advancing or postponing is better than canceling! An announcement changing the date of an invitation must include an R.S.V.P. (figs 2-8 and 2-9).

The Chief of Staff and Mrs. Brown
request the pleasure of the Company
of

General and Mrs. White
at a dinner in honor of
Colonel & Mrs. Robert Fields
on Friday, the fifth of June
at six-thirty o'clock
Quarters 23c

R. S. V. P.
555-0123

Black tie

Figure 2-3. Formal written invitation

Colonel and Mrs. Robert Fields
Accept with pleasure
the kind invitation of

General and Mrs. Brown
at dinner

on Friday, the fifth of June
at six-thirty o'clock

Figure 2-4. Acceptance of a formal invitation

Major and Mrs. Allen Anderson
regret that because of illness
in Mrs. Anderson's family
they will be unable to accept
the kind invitation of
Colonel and Mrs. Wilson
to dinner
on Monday, the ninth of May

Figure 2-5. Regret to a formal invitation

Major and Mrs. Edward Clark
regret that because of a death
in the family
they must withdraw from
Colonel and Mrs. Tate's dinner
on the fifth of April

Figure 2-6. Withdrawal of an acceptance to a formal invitation

Major General and Mrs. Steele
regret exceedingly
that because of the recent death
of Mrs. Steele's father
the invitation to dinner
on Tuesday, the first of May
must be recalled

Figure 2-7. Recalling an invitation

Because of the early departure of
The Chief of Staff of the Army
the reception in honor of
General and Mrs. Daniel Clark
will be advanced from
Friday, the second of March
to
Thursday, the first of March
at six o'clock
Fort Green Officer's Club
P.S.V. P.

Figure 2-8. Advancing an invitation

Colonel and Mrs. Drew
wish to announce that
the reception in honor of
General and Mrs. Ray Grant
must be postponed until
Monday, the twelfth of March
R.S.V.P.

Figure 2-9. Postponing an invitation

INFORMAL INVITATIONS

a. *General.* Invitations to informal dinner parties, luncheons, teas, cocktails, and buffet suppers may be extended by personal note, telephone, or a short message prepared on a calling card or formal card. If a reply is desired, include "R.S.V.P." or "Regrets only," followed by a telephone number or address. This may also be used on informal invitations when it is necessary to know the number of guests expected.

b. *Informal note.* An invitation to a social function may be extended by an informal note if the host or hostess does not wish to use the engraved card or the third person style invitation. Informal notes are correct for small informal dinners, but are tiresome for large dinners and are incorrect for official dinners.

c. *Informal card invitations.*

(1) Fold-over cards (generally called "informals") are often used for extending informal invitations (fig 2-10). These cards are about 4 inches wide and 3 inches high. They are made of smooth heavy paper, in white or cream, with matching envelopes. The rank or title and full name are centered on the outside of the card and may be engraved from the same plate used for joint calling cards. The address is shown in the lower right-hand corner of the outside of the card. The invitation

is normally written on the lower hand inside, but may be written on the outside, either above or below the name.

(2) The single flat card (larger than a calling card) is a newer variation of "informals." The rank and full name are engraved in the center of the card. The address is engraved above and to the right of the name. The message or invitation is written below the name. An "R.S.V.P." (if desired) is written in the lower left-hand corner.

d. Replies to informal invitations.

(1) Informal notes and card invitations usually require no written answer, but one may be requested. A telephone reply is also proper.

(2) A written answer may be prepared either informally on a calling card or in the third person format used for engraved invitations (replies are addressed to the hostess only).

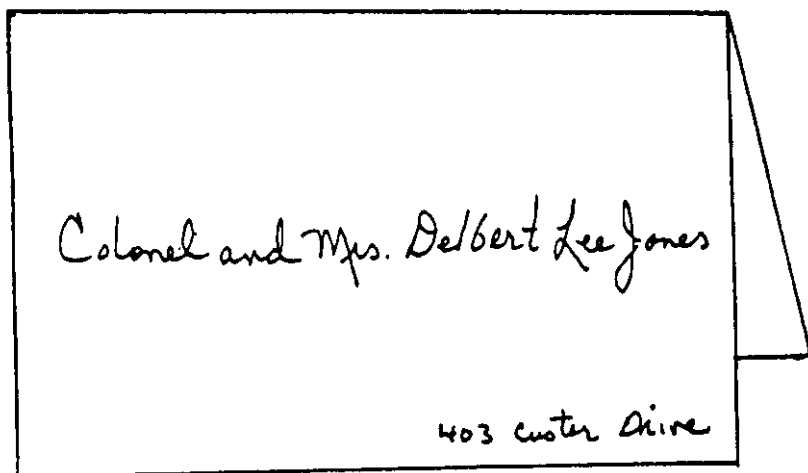


Figure 2-10. Informal fold-over invitation

Inside:

Cocktails

Friday, July 15th

5-7 p.m.

Regrets Only

or

Cocktails-Buffer

Friday, July 15th

6:30-8:30 p.m.

Regrets Only

Chapter 3

OFFICIAL ENTERTAINING

ARMY CUSTOMS

Often the Army officer is required to deal officially and socially with distinguished officials of his/her own country, as well as those of foreign countries. A knowledge of the correct protocol and etiquette for all occasions makes him/her feel at ease in these relationships. When a guest in a foreign country, the officer conforms with its customs. When a host in a foreign country, he/she observes the social customs and formalities of his/her own country.

a. The host. Normally, the senior local commander is the host when foreign dignitaries are visiting Army installations. When senior officials of the Army and officials of other governmental agencies or foreign governments are visiting at the same time, the senior Army official is the host for the Army.

b. Guest of honor.

(1) When the guest of honor is a high-ranking official, the custom is to let him choose the date for the occasion and to consult personal staff about the guest list and general arrangement.

(2) After these steps, a formal invitation with "To remind" written on it is sent to the guest of honor.

FORMAL RECEPTIONS AND RECEIVING LINES

a. Formal Reception. The formal reception is used more within military circles than in the private sector.

(1) The formal reception has provided a means by which military and civilian personnel get to meet the Honoree upon his/her selection to a position or departure from the same.

(2) Formal receptions are also convenient for other special events, such as a wedding reception honoring a newly married couple, or introducing a group of newly arrived individuals and spouses to other members of the organization.

b. Planning the reception. An aide or protocol officer responsible for the arrangements for a reception must carefully plan for it. A check list for use in planning and conducting a reception is at Appendix D. Some points to keep in mind:

(1) In addition to flowers and potted plants, decorations generally include the flags of the nations whose representatives are guests, as well as the personal flags of high-ranking officials in the line.

(2) A carpet runner is often laid from the entrance of the room to the end of the receiving line. However, this is not mandatory and may be excluded for reasons of safety.

(3) It is thoughtful to provide nearby seating so that those receiving guests may rest occasionally.

(4) If there is a band, the acoustics are checked, and the musical selections are discussed with the bandmaster.

(5) Arrangements are made for appropriate photographs.

(6) The bar and buffet tables are separated to avoid congestion at either end of the room. The buffet tables are attractively decorated with flowers or a novel centerpiece.

(7) Soft drinks are made available for guests who do not drink alcoholic beverages.

(8) A group of junior personnel (officers, NCOs, enlisted) may be stationed at the entrance to the building to greet and escort distinguished guests to the receiving line.

c. The receiving line.

(1) Formal luncheons, receptions, and dinners usually have a receiving line to afford each guest the opportunity to greet the host, hostess, and honored guests. The receiving line should be kept as small as possible.

(2) Arrange receiving lines for official functions as below.

(a) Host

Guest of honor

Hostess

Spouse of guest of honor

(b) Host

Guest of honor

Spouse of guest of honor

Hostess

(3) When a chief of state is the guest of honor, the host and hostess relinquish their positions and the line forms with the chief of state, spouse of the chief of state, the host and hostess. At the head of the line there is an aide-de-camp or an adjutant to announce the guests.

(4) Guests should not shake hands with the aide or staff officer receiving the name of the guests. Guests give only their official titles or "Mr." (Mrs.) (Miss) (Ms.) Jones. The aide presents the guest to the host who, in turn, presents him or her to the guest of honor (or hostess). The guest, in proceeding down the line, simply shakes hands and greets each person with a "How do you do?" or, in the case of a friend or acquaintance, "Good evening, Sir John," or "It is good to see you again, Sir John." Because names do not travel well, the guest should repeat his or her name to any person in the line to whom it has obviously not been passed. The receiving line is no place for lengthy conversation with either the hosts or the honored guests.

(5) One rule remains unchanged and should not be broken: Do not receive guests or go through a receiving line holding a cigarette or a drink.

(6) Some hosts invite a man closely associated with the occasion to stand at the end of the line so that a female need not be in this

position. Other hosts feel that this is incorrect, since a reception is to honor certain individuals only. If a man of sufficient seniority who has an important connection with the function is not present, it is better not to have any man at all at the end of the line. It is not proper to station a randomly selected junior officer who has no connection with the guests of honor at the end of the line.

(7) When does the man precede his lady in going through a receiving line? The old ruling of "ladies first" should be followed upon all occasions other than White House or diplomatic visits. At the White House, for instance, the man goes down the line first. Many of the guests will have official titles and it is easier for an aide to recognize the official and to announce, "The Secretary of State" as he presents the Cabinet officer, quickly followed by "and Mrs. Smith." The relationship of the couple is clarified more easily than when the procedure is reversed.

(8) Unless the function is very large, hosts usually receive for 30 minutes from the time given on the invitation and then join their guests. Therefore, it is necessary for guests to be punctual. Otherwise, they are not announced and will have to seek out their hosts and apologize. At a large function it may not be possible for latecomers to be introduced to the guests of honor. In any case, this is a matter for the discretion of the host.

d. Positioning the receiving line. Sometimes the question arises whether the receiving line should be on the guest's right or left as they enter the reception area.

(1) If the entrance doors are on the right side of the reception room (as viewed by the approaching guests), it is proper (space permitting) to have the line on the guest's right. To have the line on the left would have the effect of running the guests down a corridor between the receiving line and the wall of the room.

(2) Another advantage of having the line on the right is that if a host rather than a hostess officiates, each woman in the receiving line would be to the right of her male counterpart.

(3) The established rule of always having the female on the male's right should not control if this would make the receiving line awkward.

(4) The line should be stationed so that the guests may pass smoothly and conveniently to the gathering of the other guests.

DISPLAY OF FLAGS AT MILITARY RECEPTIONS AND DINNERS

a. Placement. At military receptions and dinners, especially when general officers are present, the custom is to display appropriate national colors and distinguishing flags in the "flag line."

(1) The flag line is centered behind either the receiving line or the head table.

(2) Flags displayed behind the receiving line or head table are arranged in order of precedence. The flag of the United States is

always located at the place of honor, i.e., the flag's own right (the observer's left), regardless of the order or location of individuals in the receiving line. When a number of flags are grouped and displayed from a radiating stand, the flag of the United States is in the center and at the highest point of the group.

b. Order of precedence.

(1) The flag of the United States is always displayed when foreign national flags, State flags, positional flags, individual flags, the United States Army flag, or other organizational flags are displayed or carried.

(2) The order of precedence of flags is as follows:

(a) The flag of the United States.

(b) Foreign national flags. Normally, these are displayed in alphabetical order (English alphabet).

(c) Flag of the President of the United States of America.

(d) State flags. Normally, these are displayed in order of admittance to the Union (See Appendix B). However, they may be displayed in alphabetical order. Displayed after the State flags are the territorial flags.

(3) Military organizational flags in order of precedence or echelon.

(f) Positional flags in order of status or rank (see chap 3 and AR 840-10, fig 1-1).

(g) Personal flags in order of rank.

c. General officer flags.

(1) For each general officer present at a reception or dinner, only one general officer "star" flag for each grade is displayed, regardless of the number present for each grade.

(2) If two or more services general officers are represented, "star" flags for each Service are displayed. The "star" flag of the senior officer precedes the others. This is always correct, but at large gatherings, where many distinguished persons are present, it is equally proper to display only the flag of the senior official present.

(3) Positional flags take precedence over personal flags. It is incorrect to display a four-star personal flag for the Chief of Staff or Vice Chief of Staff of the Army. When these individuals visit an installation or agency, someone in the official party normally carries a positional flag for this purpose.

(4) Personal colors for retired general officers are not authorized for public display (para 3-33, AR 840-10), except when:

a. The ceremony is military in nature.

b. The retired general officer is the honoree.

c. The retiree is in uniform.

d. Flags of other nations. A flag of one nation is never flown above the flag of another nation in time of peace (175(g) 36 U.S.C.). The exception to this is when the President directs that the flag of the

United States be flown at half staff. In this instance the flag of the United States will be flown at half staff whether or not the flag of another nation is flown at full staff alongside the United States flag.

SEATING ARRANGEMENTS

There are different plans for seating guests at dinners, luncheons, and banquets. The social occasion determines the best plan to use.

a. *Usual mixed dinner.* The plan in Figure 3-1 is the traditional arrangement, with the host and hostess sitting at the head and foot of the table.

(1) Women are seated at dinners according to the ranks of their husbands unless they hold official positions themselves. For example: The wife of the man at the right of the hostess normally would sit at the right of the host. Rule to remember: The ranking female sits to the right of the host and the ranking man to the right of the hostess.

(2) All guests are seated by rank since female Ambassadors, Cabinet members, and Congresswomen are on precedence lists with their own rights and could outrank their husbands. Or the senior man may sometimes be a bachelor or a widower. Situations like these would break the customary pattern of seating the husband next to the hostess and the wife next to the host.

(3) In completing the table plan, the second ranking man sits at the left of the hostess; the second ranking woman at the host's left. The third ranking lady sits at the right of the first ranking man; the fourth ranking lady at the left of the second highest ranking man. This continues until all guests are seated. An exception to this arrangement would be if the guest of honor was an international visitor and language capabilities are in question, raising the need for a translator.

(4) If strict observance of rank would seat a wife next to her husband, one of them is moved. Pick that person to be moved and his new position carefully. Cause as little disruption of rank as possible.

(5) The host and hostess do not give up their positions at the head and foot of the table unless a guest is the president, king, or queen of a country. When this situation occurs, then the visiting dignitary sits at the head of the table and his wife at the other end. To avoid making themselves the "guests of honor" by sitting to the right of the distinguished visitors, the hostess sits to the left of the visitor and the host sits to the left of the visitor's wife. The highest ranking remaining guests would then be seated to the right of the dignitary and his wife. This rule does not apply to the President of the United States and the First Lady. They do not relinquish their places at the head and foot of the table when they are host and hostess.

(6) The plan in Figure 3-2 is for large official dinners.

(7) When there is an equal number of males and females, some females must sit at the outside places on one side of the table. In the past this has been considered undesirable. To avoid this, two places

(2) The planning Figure 3-9 is used if the party is small or if a co-host is not desired.

(3) Another lunch or dinner arrangement at which the host presides alone is in Figure 3-10.

(4) The arrangement of the host and co-host at a round table is in Figure 3-11.

f. Ladies luncheons. The plans in Figures 3-8 through 3-11 may be used for seating ladies at luncheons. A member of the hostess' family or a close friend, other than the guest of honor, may act as a co-hostess.

g. Speaker's table at banquet. The seating arrangement at a speaker's banquet is shown in Figure 3-12. The host should seat lower ranking toastmasters and speakers as near to the center of the table with the least possible disturbance to another's precedence. Lower ranking toastmasters and speakers are seated as to remain as inconspicuous as possible.

FORMAL DINNERS

Completely formal entertaining has practically disappeared from the American social scene because it requires a well-trained staff and expensive table furnishings. For these reasons, informal dinners have now become usual. Details of strictly correct service, elaborate table settings, and formal menus can all be studied in general etiquette books. There may be times when the traditional formality of the past may need to be observed on some occasions, particularly abroad. Thus, a few principles are reviewed here to help those who may be required to attend a formal dinner.

a. Dinner partners. At formal dinners, each man escorts the dinner partner, who sits on his right, to the dinner table. The exception is one couple who go in together, but find their seats at opposite sides of the end of the table.

(1) Each man may learn his partner's name from cards in small envelopes arranged on a silver tray in the entrance hall (see sample card in fig 3-13). At large dinners in hotels or clubs, a tray of name cards is usually placed in the room where cocktails are served.

(2) Each man opens his envelope or card in time to meet his dinner partner. The host makes certain that every man either knows or is presented to his dinner partner. At large official dinners, the aides make the introductions.

(3) After noting the name of his dinner partner or his card, each man checks the seating chart. The chart is usually displayed near the tray of name cards. It is generally a table-shaped board which shows the location of each guest's seat at the table.

(4) The host leads the way to the dining room. He escorts the ranking female and seats her at his right. The hostess comes next with the ranking male, unless the guest of honor is of a very high position.

In this case, the host (hostess) and guest of honor enter the dining room first. The host or hostess and ranking female (male) enter next. All other guests follow in pairs, in no particular order of precedence.

b. Place cards.

(1) The place cards most generally used are heavy white cards about 2 inches high and 3 inches long. The flag of the hosting official or general officer or a unit crest may be embossed or stamped in the upper left corner or top center. The title or rank and surname are handwritten in black ink (fig 3-13). If two people of the same rank and last name are present, a first initial may be used.

(2) Sergeants through master sergeants are referred to as "sergeant;" sergeants major, command sergeants major and sergeants major of the Army as, "sergeant major." Second lieutenant and a first lieutenant are referred to as "lieutenant," and lieutenant colonels and colonels as "colonel," and all general officers as "general."

c. Smoking at the table. Smoking between courses or before the toasts is frowned upon at dinners. If there are ashtrays and cigarettes at each place, guests should be careful not to smoke at the table until the host or hostess sets the example. The safest rule to follow is: When there is the slightest doubt about smoking, don't. Remember, too, that most dinner guests do not appreciate the aroma of pipe and cigar smoke.

d. Interpreters. An interpreter may be required at a dinner for a foreign dignitary. The interpreter should sit close to the dignitary and the person for whom he is interpreting. Typical seating plans for an event requiring an interpreter are shown at Figure 3-14, and 3-15. His duties are so demanding that he will find it difficult to eat and interpret effectively at the same time.

e. Thank you notes.

(1) A thoughtful guest will always write a thank you note to the host/hostess who has entertained him or her. It is also thoughtful to send flowers or a gift for very special occasions.

(2) It is generally not necessary to write a thank you note for large official functions, such as a reception to which hundreds of guests have been invited.

TOASTS

a. Toasts are given upon various occasions—at wedding receptions, dinners, birthday parties, anniversaries, and dining-ins. Today we honor individuals and/or institutions by raising our glasses in a salute while expressing good wishes and drinking to that salute. Etiquette calls for all to participate in a toast. Even non-drinkers should at least raise the glass to the salute.

b. Those offering a toast, male or female, should stand, raise the glass in a salute while uttering the expression of good will. Meanwhile,

the individual(s) being toasted should remain seated, nod in acknowledgement, and refrain from drinking to one's own toast. Later, they may stand, thank the others, and offer a toast in return. A female may respond with a toast or she may remain seated, smile at the person who toasted her and raise her glass in a gesture of "Thanks, and here's to you."

c. At a formal event, the host initiates the toasting, Mr. Vice/Madame Vice at a Dining-in, or any guest when the occasion is informal. The subject of the toast is always based upon the type of occasion. General toasts would be "to your health," or to "success and happiness," while special occasions such as weddings or birthdays would require toasts more specific in nature such as, "to Mary and John for a life time of happiness and love" in the case of a wedding, or on a birthday, "may your next 25 years be as happy and as successful as your first 25 years."

d. When you are the one making the toasts at a formal occasion, you must be well prepared. You must have advance information about the person or persons to be toasted in order that your remarks are pertinent, related to the individual, and are accurate. If he or she is a close friend you may make a more personal remark.

e. Toasts are generally given at the end of a meal, during or after dessert as soon as the wine or champagne is served and before any speeches are made. Toasts at dining-ins or dining-outs are often presented just prior to being seated for the meal.

f. At a small dinner a toast may be proposed by anyone as soon as the first wine has been served, and guests stand only if the person giving the toast stands. More than one toast may be drunk with the same glass of wine.

g. For toasts to foreign guests or to heads of state, contact HQDA (DAMI-FLT), Foreign Liaison Protocol, AV 225-0835.

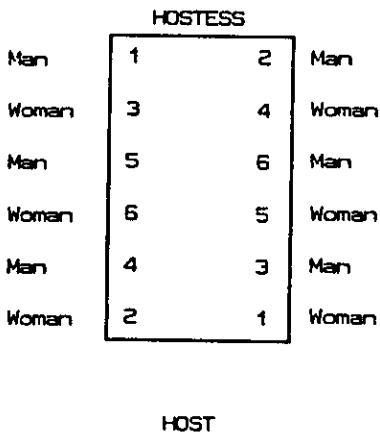


Figure 3-1. Usual mixed dinner

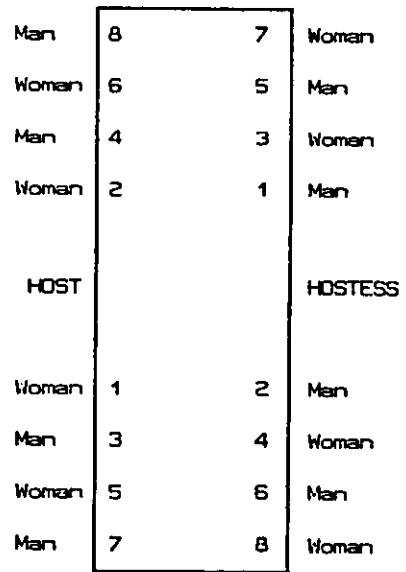


Figure 3-2. Usual large official dinner

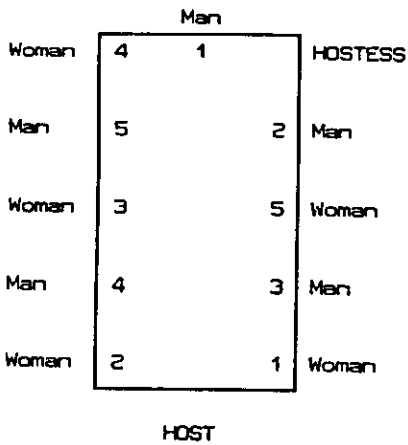


Figure 3-3.
Married couples at mixed dinner

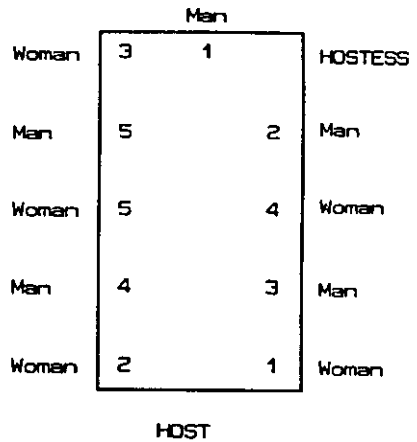


Figure 3-4.
Unmarried couples (No. 5) at mixed dinner

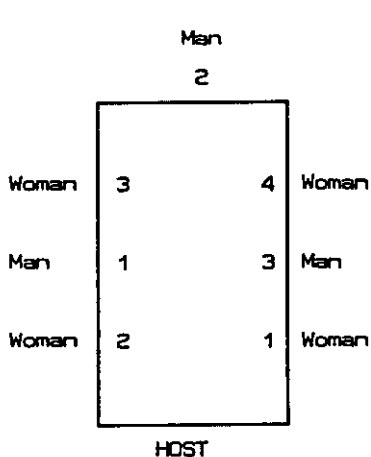


Figure 3-5.
Small mixed dinner (no hostess)
(guest of honor and his wife are No. 2)

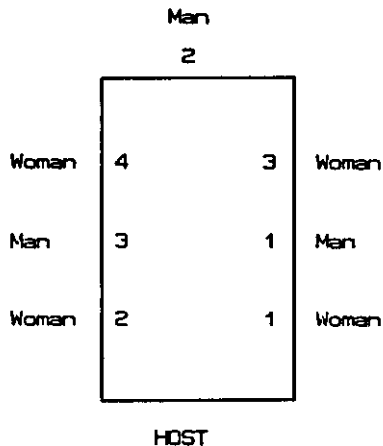


Figure 3-6.
Small mixed dinner (no hostess)

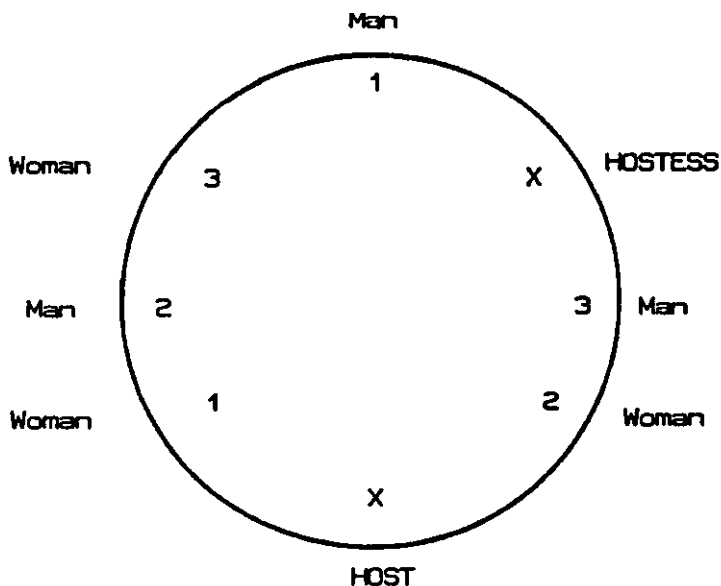


Figure 3-7. Roundtable seating arrangement

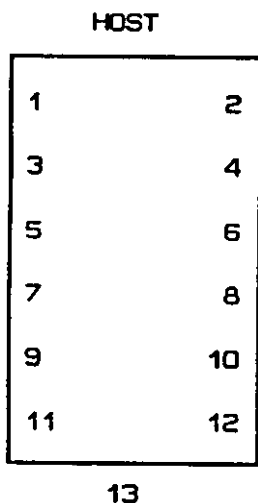


Figure 3-9. Stag dinner with no co-host

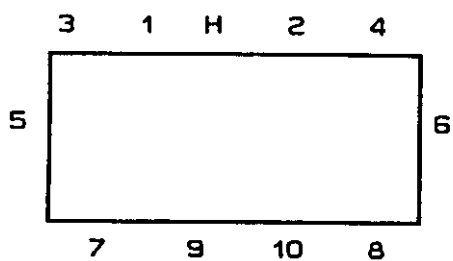


Figure 3-10. Another stag dinner arrangement with no co-host.

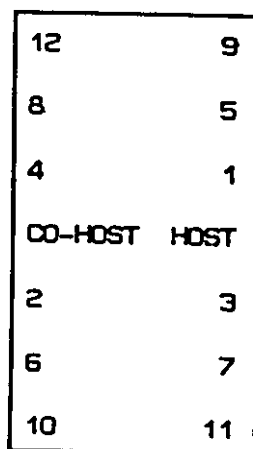


Figure 3-8. Stag dinner with host and co-host

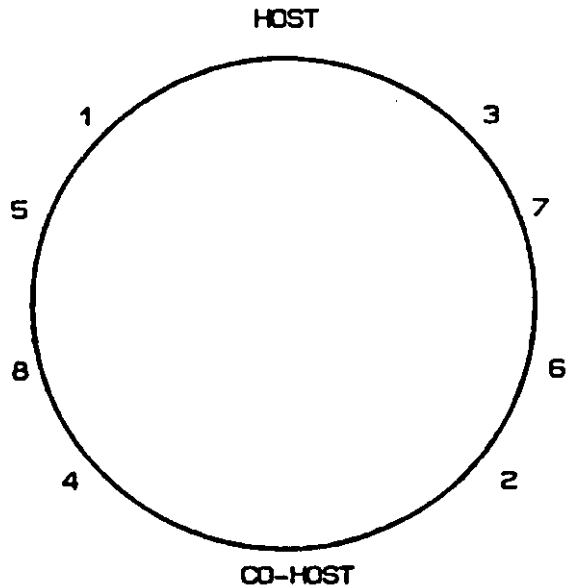


Figure 3-11. Stag dinner at roundtable with host and co-host

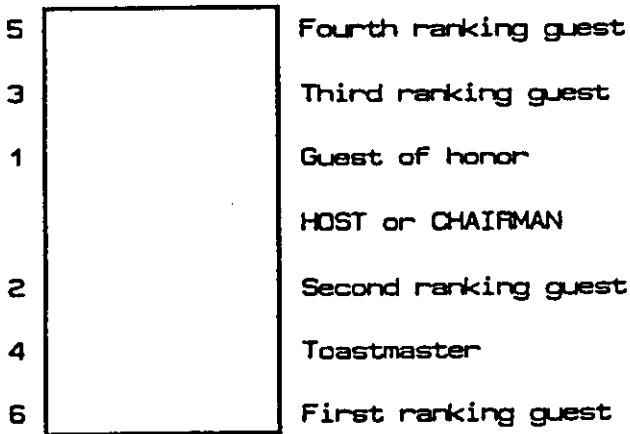


Figure 3-12. Speaker's table at a banquet

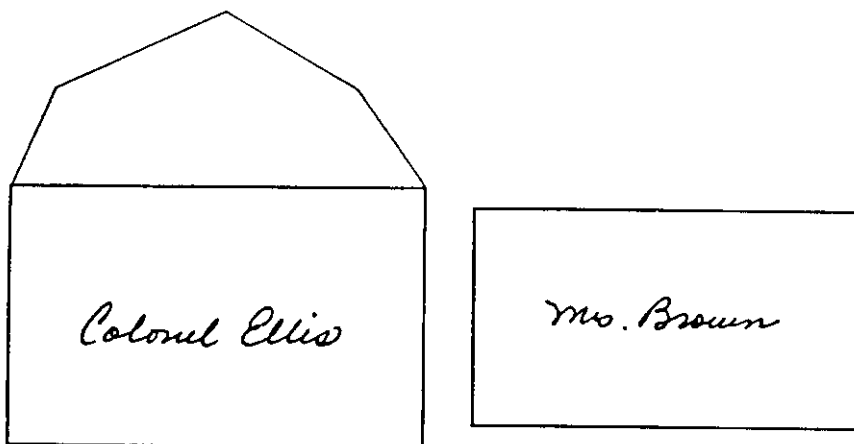


Figure 3-13. Sample of a dinner card

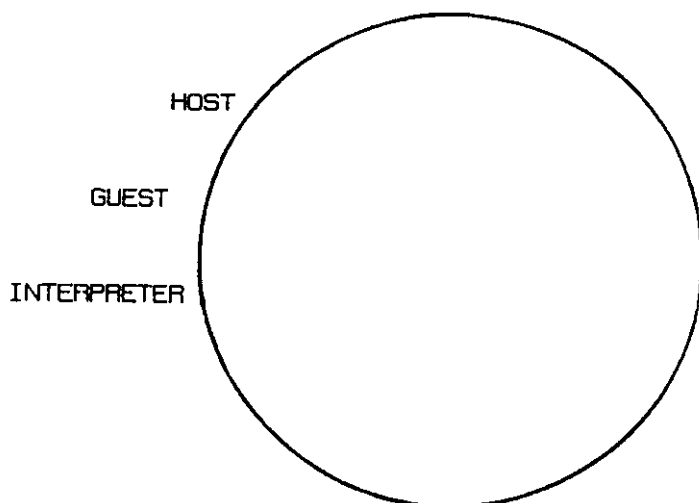


Figure 3-14. Roundtable seating plan

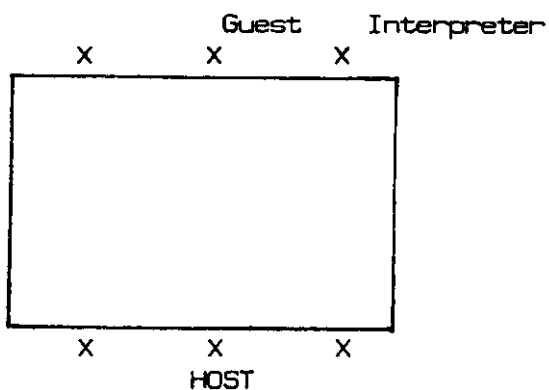


Figure 3-15. Rectangular or square seating plan

Chapter 4

CEREMONIES

OVERVIEW

This section is intended to provide general information with regard to rendering of honors by both military and civilian participants and attendees at military ceremonies. For this publication, “participants” are defined as any one participating in a ceremony and who would normally be on the reviewing stand or located with the host of the ceremony. “Attendees” is defined as anyone attending a ceremony as a guest or onlooker and who is not located on the reviewing stand or with the host. Neither definition applies to units participating in a ceremony (i.e., platoons, companies, batteries, troops, color guards, etc.). For information on the actual conduct of ceremonies see Field Manual (FM) 22-5, Ceremonies, and Military District of Washington (MDW) Regulation 1-8, Parades and Reviews (available from Commander, MDW, ATTN: ANC&SE, Fort Lesley J. McNair, Washington, DC 20319).

a. During Musical and Cannon Salutes.

(1) Participants. Military in uniform—render the hand salute; military and civilians in civilian attire—stand at attention and, if wearing headdress, remove it (except that women never remove their headdress).

(Note: Individuals being honored will not salute).

(2) Attendees. Military in uniform—face the ceremonial party and render the hand salute; military and civilians in civilian attire—face the ceremonial party and stand at attention and, if wearing headdress, remove it (except that women never remove their headdress).

b. During the National Anthem and Foreign Anthems.

(1) Participants. Military in uniform—(outdoors) stand at attention and render the hand salute (indoors) stand at attention; military and civilians in civilian attire—(outdoors) stand at attention holding headdress over the left shoulder with the right hand over the heart (if no headdress, hold the right hand over the heart), (indoors) stand at attention.

(2) Attendees. Same as for participants.

c. During Passing of Colors.

(1) Participants. Military in uniform—(outdoors) stand at attention and render the hand salute when the Colors come within six paces and hold the salute until the Colors are six paces beyond; (indoors) stand at attention six paces before and after the Colors. Civilians—(outdoors) stand at attention holding headdress with the right hand over the left shoulder and with the right hand over the heart (if no headdress, hold the right hand over the heart); (indoors) stand at attention.

(2) Attendees. Same as for participants.

d. During a Military Funeral (Flag Draped Casket).

Anytime the casket is being moved—while standing still and in civilian clothes (outdoors), stand at attention with the right hand over the heart; (indoors) stand at attention. If in uniform (outdoors) salute, while indoors and in uniform place the right hand over the heart. One may follow behind the casket with the mourners, it is not necessary to stay in place when the casket moves.

(Note: For more definitive guidance, see AR 600-25, app A.)

SEQUENCE OF EVENTS

The outline (chap 4, fig 1) is a standard sequence of events followed at the greater majority of ceremonies. In some cases, a modified sequence of events is used to fit the particular ceremony at hand.

Pre-Review Concert

Formation of Troops

Arrival of Reviewing Official

March On

Honors

Sound Off

Inspection

Honors to the Nation

(Presentation of Award, promotion, retirement)

Remarks

Pass In Review

DISPLAYING FLAGS

While AR 840-10, Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates, covers in depth the use and etiquette for flags, some common sense rules need to be emphasized.

a. When displayed in a line, may be set up in one of two ways: from the flag's right to left (the most common method), or, if no foreign national colors are present, with the highest precedence flag in the center. When set up from right to left, the highest precedence flag always go on the right of all other flags. In other words, as you look at the flag display from the audience, the highest precedence flag (normally the U.S. flag) is on your far left, other flags extend to your right in descending precedence. When setup with the highest precedence flag in the center, other flags are placed, in descending precedence, first to the right, then to the left, alternating back and forth (see AR 840-10, fig 2-3).

b. Some points to remember when displaying flags:

(1) The U. S. flag (and foreign national flags) are displayed from a staff the same size as those of accompanying flags (AR 840-10, para 4-1c).

(2) Flagstaff heads (finials) are always the spearhead, except as noted in para 8-2a, AR 840-10.

(3) When displaying the Army flag, the Yorktown and Grenada streamers are always positioned at the center facing forward (para 4-1c, AR 840-10).

(4) Ensure all finials are positioned in the same direction. For most Army flags, this means that the flat portion of the finial is facing forward.

(5) Ensure that general officer personal flags are hung on the staff right side up. When properly hung, the point of the star (stars) will point to the right as the flag is viewed.

(8) When displaying the flag of the Chief of Staff, Army, or Vice Chief of Staff, Army, don't confuse the two. The Chief of Staff's flag has one diagonal, while the flag of the Vice Chief of Staff has two diagonals.

(7) When using spreaders to display flags (spreaders are horizontal devices that allow the flag to "flair" slightly, thereby giving it a better appearance), ensure the flag is draped across the spreader from the flag's right to left.

(8) Ensure the U. S. flag is always the same height or higher than all other flags on display. This also holds true for other national colors being used in the same display.

(9) Under no circumstances will the personal colors of retired general officers be displayed publicly except,

- (a) when the event is military in nature,
- (b) the officer is in uniform,
- (c) when the officer is being honored.

SEATING

Seating at ceremonies has always been a cause for concern. Generally, there are two areas that must be considered: seating of the official party and seating of guests.

a. Seating the official party. Consideration must primarily begin with the reviewing officer. The reviewing officer is the key individual in the official party even though the host is the orchestrator. Field Manual 22-5 clearly points out the positions of the official party and should be followed in preparation of the ceremony.

b. Seating of guests. Normally the personal guests of the reviewing officer and distinguished guests are seated to the rear of the dais (reviewing stand) on the right side facing the line of troops. Protocol dictates that the families of both be seated first, followed by the senior ranking non-family guest.

c. Overview seating. On the left rear of the dais, VIP guest seating in the front row is normally used for overflow and to recognize the importance of the personal friends. Depending on the number or seats

available, guests expected, and wishes of the reviewing officer, the personally invited guests should be as close to the reviewing party as possible.

Chapter 5

ORDER OF PRECEDENCE

GENERAL RULES

a. The need for a system of precedence may be explained by the idea that we cannot all walk through the door at the same time. This chapter contains some general rules which should be followed when determining precedence order.

b. In unofficial life, precedence is determined according to age, friendship and the prominence of the guests. Age naturally receives deference, as do clergymen and persons of scholastic distinction, unless there is a noticeable difference in age. Married women take precedence over widows, widows over divorced women, and divorced women over unmarried women.

c. In a private home, a foreign guest is always given the place of honor unless someone of advanced age is present. A stranger (such as a houseguest brought by a friend), an out-of-town guest, or a guest invited for the first time has precedence over frequent guests or relatives.

d. In official life, protocol governs the precedence of government, ecclesiastical, and diplomatic personnel. Age is not honored in itself. A young official precedes an older one if the office of the younger one is higher. There is only one *official* precedence list, and it is the responsibility of the Chief of Protocol headquartered in the State Department.

e. Unlike other countries with "official" lists of precedence, custom and tradition have established the order of precedence in the United States (see app C).

f. In the United States, official position is determined by election or appointment to office or by promotion within the Military Establishment. The relative importance of different offices is weighed. The date an office was established determines its seniority.

g. Military rank takes precedence over the principle of "courtesy to the stranger." For example, a visiting British officer at an American dinner given in his honor would not sit in the guest of honor's seat if another foreign officer of higher rank is a guest also. This holds true even though the other foreign officer is permanently stationed at the place where the British officer is visiting. The visitor would come after the highest ranking foreign officer on permanent duty.

h. A visiting British officer would be given precedence over an American officer of a slightly higher rank. But, a British officer would never be seated ahead of the Army Chief of Staff unless he were of the same rank and position in his own country.

i. A hierarchy of the church determines protocol within ecclesiastical circles. In Catholic countries, dignitaries of the church may hold ranks equivalent to Government and diplomatic officials. This is not

practiced in predominately Protestant countries. A Papal Nuncio ranks first in countries that recognize the precedence of the Pope. However, the United States does not recognize Papal precedence.

j. Diplomatic precedence has been established by international agreement dating from the Regulation of Vienna of 19 March 1815. The precedence of the various Chiefs of Mission is decided by their length of service in the receiving country. The sending country's size, date of independence, and importance in international affairs usually are not considered when establishing precedence.

(1) An ambassador accredited in May 1976 precedes another accredited in January 1977. An ambassador, however, always precedes a minister.

(2) Below the rank of Charge d'Affaires, precedence is established according to the position in the mission. When the British Ambassador ranks the Danish Envoy, the British First Secretary precedes the Danish First Secretary at dinners. A change of ambassador or ministers alters the relative positions of his entire staff. An ambassador traveling on leave or visiting his home country does not have the same status as when "on post."

(3) Although other officials may concede their positions on certain occasions, the Chief of the Mission, as the representative of his government, never yields his place.

k. When persons without protocol ranking are included at an official dinner, age, local prominence, and mutual interests are considered when seating unofficial guests. Linguistic ability may also be a deciding factor when foreign guests are present. After the guest of honor and second ranking official have been seated, non-ranking guests may be placed between those of official rank in the most congenial arrangement.

l. When it is impossible to avoid inviting someone of higher rank than the guest of honor, the host must decide whether to:

(1) Ask the ranking guest to waive his right for the occasion in favor of the guest of honor.

(2) Seat the guests strictly according to precedence, even if it places the guest of honor well down the table (when ambassadors and very high-ranking guests are present, this plan must be followed.)

(3) Make the senior guest the co-host if it is a stag party.

m. At times it may not be possible to give a dignitary the seat that is due him by protocol. The host should express his regrets to the guest as soon as he arrives and explain to him the reason for the breach of protocol.

n. In spite of all these established rules, protocol does not cover some unforeseen situations, such as a newly created official position, or the appointment of a female to a diplomatic or Cabinet post where her official position may far outrank that of her husband. Common sense and discretion usually resolve problems such as these.

o. Protocol and precedence vary from country to country. For the proper protocol to observe in a foreign country, contact the protocol service in that country's ministry of foreign affairs or equivalent department. The highest ranking local official sometimes determines protocol.

INDIVIDUALS FROCKED TO A HIGHER GRADE

These individuals are entitled to all honors, courtesies and benefits of the higher grade except for pay and allowances. They are, therefore, seated ahead of others in their actual pay grade, but behind all individuals actually holding the rank to which frocked. When more than one frocked person is present (frocked to the same rank), date of rank in the actual paygrade will dictate precedence.

INDIVIDUALS ON APPROVED PROMOTION LISTS

Such individuals differ from those who are frocked to the next higher grade in that they continue to wear the insignia of rank of the current pay grade. While there is no requirement to accord promotable individuals recognition, courtesy allows their seating above others in the same rank and grade. If more than one promotable individual is present (in the same grade) seating will be determined by date of rank.

SERGEANT MAJOR OF THE ARMY

At Army official and social functions, conferences, meetings and ceremonies, the Sergeant Major of the Army (SMA) is accorded protocol ranking equivalent to a general officer. He should be ranked at a point midway between the senior and the junior general officer present. This should apply equally in a group of field or company grade officers. Outside the Army, the SMA's official protocol precedence is that for a sergeant major; however, he, as well as the senior enlisted representatives of the other services and Coast Guard, is commonly afforded a protocol position equivalent to general officers. These courtesies should, in addition to seating, include billeting, transportation and parking consistent with existing Army regulations. These policies should also apply to Command Sergeants Major within their commands or organizations. Among the senior enlisted representatives of each service, precedence is determined by date of appointment to the position, not by service seniority. When the SMA is visiting a command or installation that command's Command Sergeant Major should be consulted on protocol issues involving the SMA. Former SMA retain the rank of "Sergeant Major of the Army" and should be accorded similar courtesies as the SMA. When the SMA and one or more former SMA are present, the serving SMA takes precedence, and the former SMA are ranked by date of rank as SMA. In the case of those SMA who held the rank of CSM, use the date of appointment as SMA.

RETIRED ARMY OFFICERS

Retired officers are ranked with, but following, active duty officers of the same grade. They are authorized to wear the uniform of the highest grade held during their active service on ceremonial occasions such as military funerals, memorial services, inaugurals, patriotic parades, national holidays, or other military parades or ceremonies in which any Active Army or Reserve unit is taking part. Retired General officers are authorized to display their personal flags privately in their homes as mementos of service, but are not authorized to display them in public. As an exception to this policy, a retired general officer's personal flag may be displayed providing the following conditions are met:

1. The ceremony or event is military related.
2. The retired general officer is the guest of honor or honoree.
3. The retired general officer is wearing his or her uniform.

Chapter 6

FORMS OF ADDRESS

OVERVIEW

As part of their official duties, Army officers and their spouses may be required to take part in social functions in the United States and overseas. This chapter provides general rules which will be helpful.

HIGH OFFICIALS

High officials such as presidents, ambassadors, and cabinet members are addressed by their titles only, never by name. When the spouse of such an official is addressed, alone or together with the official, only the surname is used without the Christian name or initial.

ELECTED OFFICIALS

All presidential appointees and federal and state elected officials are addressed as "The Honorable." As a general rule, county and city officials (excluding mayors) are not addressed as "The Honorable."

USE OF "HIS EXCELLENCY"

Although the courtesy title "His Excellency" is accorded to high foreign officials, it is rarely used in addressing officials of the United States. However, some governors within their own States are accorded this title.

DISTINGUISHED OFFICIALS

The titles and forms of address for some distinguished officials of the United States are shown in table 6-1. Further listings of titles and forms of address can be found in "*Protocol*" by Mary Jane McCaffree and Pauline Innis. For questions concerning titles and forms of address, contact Department of the Army Protocol, Office, Chief of Staff Army (DACS-DSP), AV 227-0692.

Table 6-1. Titles and forms of address for U.S. Officials

The Vice President of the United States

Envelope: official

The Vice President
United States Senate
Washington, DC 20510

social

The Vice President and Mrs. Smith
(surname only)
(home address)

Correspondence:

Wife of Vice President

Mrs. John Charles Smith

Salutation

Dear Mr. Vice President

Dear Mr. Vice President and Mrs. Smith

Table 6-1. Continued

Complimentary close	Respectfully or Respectfully yours
Functions:	
Invitation	The Vice President or, if abroad: The Vice President of the United States of America and Mrs. Smith
Place card	The Vice President or The Vice President of the United States or, if abroad The Vice President of the United States of America
Conversation	Mr. Vice President or, in prolonged conversation: Sir
<i>United States Senator</i>	
Envelope: official	The Honorable John Doe United States Senate Washington, DC 20510
social	The Honorable John Doe and Mrs. Doe
Correspondence:	
Salutation	Dear Senator Doe
Complimentary Close	Sincerely
Functions:	
Invitation	Senator (and Mrs.) Doe
Place card	Senator Doe Mrs. Doe
Introductions	Senator Doe or The Honorable John Doe United States Senator from (state)
Conversation	Senator Doe or Senator
When the Senator is a woman:	
Use Mrs. or Miss	
Envelope: social	Mr. and Mrs. John Doe (preferred)
Salutation	Dear Mr. and Mrs. Doe
Invitation	Mr. and Mrs. Doe
<i>United States Representative</i>	
Envelope: official	The Honorable John Doe House of Representatives Washington, DC 20515
social	The Honorable John Doe and Mrs. Doe
Correspondence:	
Salutation	Dear Mr. Doe

Table 6-1. Continued

Complimentary Close	Sincerely
Functions:	
Invitation	Mr. (and Mrs.) Doe
Place Card	Mr. Doe
Introductions	Mr. Doe or The Honorable John Doe Representative from (state)
Conversation	Mr. Doe
When the Representative is a woman:	
Use Mrs. or Miss	
Envelope: social	Mr. and Mrs. John Doe (preferred)
Salutation	Dear Mr. and Mrs. Doe
Invitation	Mr. and Mrs. Doe
<i>Secretary of Defense</i>	
Envelope: official	The Honorable John Charles Doe Secretary of Defense Washington, DC 20301
social	The Honorable The Secretary of Defense and Mrs. Doe
Wife of Cabinet Member	Mrs. John Charles Doe
Correspondence:	
Salutation	Dear Mr. Secretary and Mrs. Doe
Complimentary Close	Respectfully or Sincerely
Functions:	
Invitation	The Secretary of Defense (and Mrs. Doe)
Place Card	The Secretary of Defense Mrs. Doe
Introductions	Secretary Doe or The Secretary of De- fense, Mr. Doe or The Honorable John Charles Doe, Sec- retary of Defense
Conversation	Mr. Secretary or Mr. Doe or Sir
<i>Secretaries of the Armed Services</i>	
Envelope: official	The Honorable John Charles Doe Secretary of the Army (Navy, Air Force)
social	The Honorable John Charles Doe The Secretary of the Army (Navy, Air Force) and Mrs. Doe
Correspondence:	
Salutation	Dear Mr. Secretary

Table 6-1. Continued

Complimentary Close	Sincerely
Functions:	
Invitation	The Secretary of the Army (Navy, Air Force) and Mrs. Doe
Place Card	The Secretary of the Army (Navy, Air Force) Mrs. Doe
Introductions	Secretary Doe or The Secretary of the Army (Navy, Air Force)
Conversation	Mr. Secretary or Mr. Doe
<i>Mayor</i>	
Envelope: official	The Honorable John Charles Doe Mayor of San Francisco (state, zip)
social	The Honorable John Charles Doe and Mrs. Doe
Correspondence:	
Salutation	Dear Mayor Doe
Complimentary Close	Sincerely
Functions:	
Invitation	The Mayor of San Francisco (and Mrs. Doe)
Place Card	Mayor Doe
Introductions	Mayor Doe or The Honorable John Doe, Mayor of San Francisco (or the city of)
Conversation	Mayor Doe or Mr. Mayor or Sir
When the Mayor is a woman:	
Use Mrs. or Miss	
Envelope: social	Mr. and Mrs. John Charles Doe
Invitation	Mr. and Mrs. Doe
Conversation	Madam Mayor
<i>Assistant Secretaries:</i>	
Envelope: official	The Honorable John Doe Assistant Secretary of the Army for. . . Washington, DC 20310
social	The Honorable John Doe and Mrs. Doe
Correspondence:	
Salutation	Dear Mr. Doe
Complimentary Close	Sincerely
Functions:	
Invitation	Mr. (and Mrs.) Doe

Table 6-1. Continued

Place Card	Mr. Doe
Introductions	Mr. Doe or The Honorable John Doe, Assistant Secretary of the Army for. . .
Conversation	Mr. Doe
<i>Officers:</i>	
Envelope: official	(full rank) John Charles Doe, USA (USAF, USMC)
social	(full rank) and Mrs. John Charles Doe (for a woman officer) Captain Mary Smith Doe and Mr. John Doe
<i>Correspondence:</i>	
Salutation	Dear General, Colonel, Lieutenant Doe (use General for all grades of General)
Complimentary Close	Sincerely
<i>Functions:</i>	
Invitation	General, Colonel, Lieutenant (and Mrs., Mr.) Doe (use General for all grades of General) (or for a woman officer) General Doe and Mr. Doe
Place Card	General, Colonel, Lieutenant Doe
Introductions	
social	General, Colonel, Lieutenant Doe
formal	(full rank) (full name) (for General Offic- ers include position title)

Note: See AR 25-20 for information on how to properly address enlisted personnel.

Chapter 7

ARRANGING VISITS FOR DIGNITARIES

PLANNING

a. At HQDA level an executive agent is designated to plan the visit of a foreign dignitary. At other levels the respective protocol offices execute the planning for the visit of a dignitary with guidance from an executive agent or specific requests from the dignitary or an aide for a U.S. dignitary will coordinate with the executive agent or local protocol project officer. The aide or escort officer may experience certain logistic, social, and protocol problems. Often the itinerary has been clearly defined by higher authority, and all that is required of the aide or escort officer is to carry out the plan. However, an inexperienced planner may fail to anticipate unexpected and troublesome details. Imaginative forethought combined with common sense will generally avoid embarrassing surprises. Careful consideration must also be given to security requirements in the early planning stages of the visit.

b. The last minute details of the visit must be carefully planned and a realistic time table established. The names of all persons in any way associated with the visit, their exact duties and schedules, and the transportation of persons and luggage should all be laid out well in advance.

c. Planning should include, but not be limited to, the elements below.

(1) Ensure that all arrangements, including reservations for hotels and restaurants, are in writing.

(2) Provide for special dietary needs required by national custom, religious convictions, or individual dietary restrictions.

(3) Ensure that dignitaries are met and seen off by officers of equal rank whenever possible. As a general rule, this requires that a general officer be present at the arrival and departure of a general officer on an official visit.

(4) Ensure that all drivers of the official party are briefed regarding their schedules and are given exact directions so that they can operate independently if they become separated from the other vehicles.

(5) Ensure a folder is prepared for each member of the visiting party. The folder should contain, as a minimum, a map of the area, the local itinerary, and lists of room assignments and telephone numbers.

(6) Provide billeting for the escort officer in the same building as the dignitary when possible. If not, make suitable transportation available to the escort.

(7) Set aside enough time in the schedule for meetings, calls, meals, changes of clothes, coffee breaks, visits to shopping facilities, occasional rest periods and transportation. The planner should actu-

ally time the travel from place to place and allow extra time for boarding vehicles and transferring baggage.

(8) Ensure an aide is available from their own armed service. Frequently, aides are officers of the highest caliber and are destined for future positions of authority in their country. They will form lasting impressions about the United States and the Army based on the treatment they receive as members of a visiting party. Give special attention to their transportation, dining, and recreational needs. Their living accommodations at least should be single rooms in hotels and in DVQ's. Room assignments should be in keeping with their status as members of a dignitary's party rather than their rank.

(9) Carefully plan the schedules for spouses of guests, especially those of foreign guests. Determine their interests and make plans for the following:

(a) Sightseeing trips to places of historic interest, scenic views, or whatever the local area offers.

(b) Shopping tours (if there are excellent stores offering American-made products). These may include fashion shows.

(c) Luncheons. If the dignitary is given a staff luncheon, his wife is given a luncheon by her American hostess or another high ranking official's wife. American officials wives attend. Notable local citizens are invited, such as those of the same national origin as the guest and the wives of consular officials in the area.

(d) Tea hosted by one or several American wives to honor the visitor and her companions.

THE ESCORT OFFICER

a. The selection of an escort officer is a difficult task. The choice cannot be based solely on the availability of a particular officer. Not all officers are suitable as an escort because they have differences in appearance, bearing, background, and experience.

b. In many cases, it is necessary to select an officer with a speaking knowledge of the guest's language. An officer with absolute fluency, however, may be a less suitable escort officer than another having somewhat less fluency.

c. There are effective escort officers at all levels and in any organization. At times, a commander may not want to part with a valued subordinate even for a few days. The officer planning the visit must then use great tact and convince the commander that the foreign dignitary's visit is in the best interest of the nation and the Army.

d. The overall escort officer has charge of the entire visit or tour, but it may be advisable to appoint a local escort officer who is familiar with the local installation or activity that the dignitary is to visit.

e. The local escort officer should be chosen carefully and briefed on the local schedule. The briefing, including likely problems and best solutions, should include the following often overlooked points:

(1) Uniform requirements are made for all planned activities. Escorts must know that they too have to be in the prescribed uniform for each event.

(2) The local escort officer must keep the overall escort officer informed of the schedule and any changes to it. He makes every attempt to avoid surprise. The overall escort officer is informed of any special requests or wishes of the dignitary.

(3) Both escort officers must know where emergency type facilities (i.e., dry cleaners, shoe repair, etc.) are located so that they can take care of any requirements the dignitary or escort may have.

(4) The overall escort officer is told of the toasts to be offered at formal luncheons and dinners and of the correct responses to them. He must also know about any speeches or press interviews that are to be given by the dignitary.

(5) The escorts must have information or reference material on handling any emergency, such as messing, transportation, and medical needs.

(6) It is wise to have an escort for a foreign wife. When choosing her escort, consider her language, age, and position. Escorts may be female officers or Service wives whose language capabilities, travel, or position would make them valuable to the guest.

ENTERTAINING FOREIGN DIGNITARIES

In planning a local schedule, the tendency is to resort to the more ordinary entertainment since it is easiest to plan. Use distinctive local resources to vary the guests' exposure to American entertainment. By sharing the responsibility of host with different groups, visitors are exposed to larger social circles. Local civic organizations are often willing to help entertain visiting dignitaries. Although many prefer to invite persons of equal position to a dinner or small party, some variety may improve larger functions such as receptions. When possible, include guests of the same national origin as the guest of honor, as well as a representative selection of junior officers.

a. Menus. At the same time the invitations are sent out, the menu should be planned. The most important aspect in planning menus for foreign guests is dietary restrictions. Guests may say that once they are outside their country, they conform to local customs. It is usually better to avoid the problem by following certain general rules:

(1) Moslems and Hebrews do not eat pork. Hindus and Buddhists do not eat beef.

(2) There is a wide choice of foods that can be used to solve dietary problems. Fish and fowl, in particular, are acceptable to Moslems and Hebrews. Note: Individual dietary restrictions may vary. When entertaining foreign guests, it is best, when in doubt, to contact the State Department Office of Protocol or the embassy of the foreign country.

b. Beverages. Many foreign guests do not drink alcoholic beverages. The host should provide a complete range of drinks from orange juice, light alcoholic beverages (such as Compari and soda) to heavier drinks, such as scotch and soda. The most common drinks for foreign attaches are scotch and soda, and gin and tonic.

c. Aids to entertainment. Biographic notes on guests and country information sheets are valuable in aiding conversation. Sending guest lists to U.S. guests helps them become familiar with foreign names. Names that have pronunciations unfamiliar to English-speaking persons may be spelled phonetically as well. The same courtesy may be extended to foreign guests.

APPENDIX A

Guide to Proper Dress

a. The guidance shown at Table A-1 is for Army personnel to use in choosing the proper dress while attending a military or social function. The occasions listed are those for which a guest would normally receive a written invitation. For correct uniform composition, accessories, insignia, and accouterments, see AR 670-1. For correct wear of badges, ribbons, and medals, see AR 672-5-1.

b. Table A-2 provides guidance on the dress codes normally used today.

c. The four-in-hand tie is worn with the Army blue and Army white uniforms at functions that begin in the afternoon and before the hour of retreat. The host may prescribe either the four-in-hand or bow tie for evening affairs, according to the degree of formality.

d. The Army white uniform may be worn as prescribed by local commanders in areas that require this uniform (AR 670-1), or in other areas as the individual wishes.

e. Tables A-3 and A-4 contain the uniform equivalency and occasions for wear by males and females in the Army, Marine Corps, Navy/Coast Guard, and Air Force. It also contains the appropriate attire for female and male civilian spouse/escorts.

Table A-1. Army Uniform/Civilian Attire			
OCCASION/ FUNCTION	CIVILIAN ATTIRE	ARMY UNIFORMS	LADIES ATTIRE
Ceremonies, parades, reviews, official visits of foreign dignitaries	Coat and tie	Army Blue with four-in-hand, Army Green	Afternoon dress/suit
Receptions, daytime or early evening semiformal occasions requiring more than duty uniform	Dark business suit	Army Blue with bow tie or four-in-hand	Cocktail dress
Official formal functions (Black tie)	Dinner jacket/tuxedo	Army Blue, White or Black Mess Army Blue with bow tie	Long or short evening dress

<i>Table A-1. Continued</i>			
<i>OCCASION/ FUNCTION</i>	<i>CIVILIAN ATTIRE</i>	<i>ARMY UNIFORMS</i>	<i>LADIES ATTIRE</i>
Official formal evening functions (White tie)	Tailcoat	Army Blue, or Black evening Mess	Evening formal

Notes: The Army White/Army White Mess/Army White Evening Mess uniforms may be substituted for the Army Blue equivalent uniforms from April to October, except in clothing zones I and II where they may be worn year-round.

<i>Table A-2. Dress Codes</i>	
<i>CATEGORY</i>	<i>DRESS</i>
Formal (White Tie)	Blue/White Evening Mess
Semiformal (Black Tie)	Blue/White Mess; Army Blue w/Bow Tie
Uniform Informal	Army Blue w/four-in-hand (Note 1)
Duty Uniform	Army Green (Note 2)
Civilian Informal	Civilian Coat and Tie
Casual	Civilian Open Collar or Sweater w/Coat
Very Casual	Shirt & Slacks, etc.

Notes: (1) Enlisted personnel may wear the Army green uniform with black bow tie, and white shirt.

(2) Or uniform dictated by local policy.

Table A-3. Uniform comparison chart (men)						
OCCASION/FUNCTION	ARMY	MARINE CORPS	NAVY/COAST GUARD	AIR FORCE	CIVILIAN ATTIRE	
	MEN	MEN	MEN	MEN	MEN	LADIES
Ceremonies; parades, reviews, official visits of civilian dignitaries, change of command	ARMY GREEN UNIFORM General duty wear	SERVICE UNIFORM For general wear	SERVICE DRESS UNIFORM For general wear	SERVICE DRESS UNIFORM For general wear		Afternoon dress/suit
Receptions; daytime/early evening formal or semi-formal (no bow tie required)	ARMY BLUE/WHITE UNIFORM Wear at general official/social occasions	BLUE DRESS A or B and WHITE DRESS A or B Wear at general official/social occasions	FULL DRESS UNIFORMS Wear at official/ceremonial occasions	CEREMONIAL DRESS UNIFORMS (Winter/Summer) For informal daytime and evening occasions		Afternoon dress/suit; cocktail dress
Social function of general or official nature—black tie	ARMY BLUE/WHITE MESS Equivalent to black tie	EVENING DRESS B or MESS DRESS UNIFORM Equivalent to black tie	DINNER DRESS UNIFORM Equivalent to black tie	MESS DRESS UNIFORM For black tie occasions		Long or short evening dress
Official formal evening; state event—white tie	ARMY BLUE EVENING MESS Equivalent to white tie	EVENING DRESS A UNIFORM Equivalent to white tie	FORMAL DRESS UNIFORM Equivalent to white tie	MESS DRESS UNIFORM (White tie/wing tip collar) Equivalent to white tie		Long evening dress

Table A-4. Uniform comparison chart (women)

OCCASION/FUNCTION	ARMY		MARINE CORPS		NAVY/COAST GUARD		AIR FORCE		CIVILIAN ATTIRE	
	WOMEN		WOMEN		WOMEN		WOMEN		WOMEN	
Ceremonies; parades, reviews, official visits of civilian dignitaries, change of command	ARMY GREEN UNIFORM General duty wear		SERVICE UNIFORM For general wear		SERVICE DRESS UNIFORM For general wear		SERVICE DRESS UNIFORM For general wear		Business suit	
Receptions; daytime/early evening formal or semi-formal (no bow tie required)	ARMY BLUE/WHITE UNIFORM Wear at general official/social occasions		BLUE DRESS A or B and WHITE DRESS A or B Wear at general official/social occasions		FULL DRESS UNIFORMS Wear at official/ceremonial occasions		CEREMONIAL DRESS UNIFORMS (Winter/Summer) For informal daytime and evening occasions		Dark business suit	
Social function of general or official nature—black tie	ARMY BLUE/WHITE MESS Equivalent to black tie		EVENING DRESS B or MESS DRESS UNIFORM Equivalent to black tie		DINNER DRESS UNIFORM Equivalent to black tie		MESS DRESS UNIFORM For black tie occasions		Dinner jacket/tuxedo	
Official formal evening; state event-white tie	ARMY BLUE EVENING MESS Equivalent to white tie		EVENING DRESS A UNIFORM Equivalent to white tie		FORMAL DRESS UNIFORM Equivalent to white tie		MESS DRESS UNIFORM (Silver tie tab & Cummerbund Equivalent to white tie)		Tuxedo/tails	

APPENDIX B

Lists of States and Territories and Date of Entry into the Union

<i>State</i>	<i>Date</i>	<i>Order</i>
Alabama	December 14, 1819	22
Alaska	January 3, 1959	49
Arizona	February 14, 1912	48
Arkansas	June 15, 1836	25
California	September 9, 1850	31
Colorado	August 1, 1876	38
Connecticut	January 9, 1788	5
Delaware	December 7, 1787	1
Florida	March 3, 1845	27
Georgia	January 2, 1788	4
Hawaii	August 21, 1959	50
Idaho	July 3, 1890	43
Illinois	December 3, 1818	21
Indiana	December 11, 1816	19
Iowa	December 28, 1846	29
Kansas	January 29, 1861	34
Kentucky	June 1, 1792	15
Louisiana	April 30, 1812	18
Maine	March 15, 1820	23
Maryland	April 28, 1788	7
Massachusetts	February 6, 1788	6
Michigan	January 26, 1837	26
Minnesota	May 11, 1858	32
Mississippi	December 10, 1817	20
Missouri	August 10, 1821	24
Montana	November 8, 1889	41
Nebraska	March 1, 1867	37
Nevada	October 31, 1864	36
New Hampshire	June 21, 1788	9
New Jersey	December 18, 1787	3
New Mexico	January 6, 1912	47
New York	July 26, 1788	11
North Carolina	November 21, 1789	12
North Dakota	November 2, 1889	39
Ohio	March 1, 1803	17
Oklahoma	November 16, 1907	46
Oregon	February 14, 1859	33

<i>State</i>	<i>Date</i>	<i>Order</i>
Pennsylvania	December 12, 1787	2
Rhode Island	May 29, 1790	13
South Carolina	May 23, 1788	8
South Dakota	November 2, 1889	40
Tennessee	June 2, 1796	16
Texas	December 29, 1845	28
Utah	January 4, 1896	45
Vermont	March 4, 1791	14
Virginia	June 26, 1788	10
Washington	November 11, 1889	42
West Virginia	June 20, 1863	35
Wisconsin	May 29, 1848	30
Wyoming	July 10, 1890	44
<i>Territory</i>		<i>Order</i>
American Samoa		54
Commonwealth of Northern Marianas		55
District of Columbia		51
Guam		53
Puerto Rico		52
Trust Territories		56
Virgin Islands		57

APPENDIX C

Precedence List

VIP
CODE

- 1 —President of the United States
—Heads of State/Reigning Royalty
- 2 —Vice President of the United States
—Governors in Their Own State
—Speaker of the House of Representatives
—Chief Justice of the Supreme Court
—Former Presidents of the United States
—US Ambassadors When at Post
—Secretary of State
—Secretary General of the United Nations
—Ambassadors of Foreign Powers
—Widows of Former Presidents
—Ministers and Envoys of Foreign Powers
—Associate Justices of the Supreme Court
—Retired Chief Justice of the Supreme Court
—Retired Associate Justices of the Supreme Court
—The Cabinet:
—Secretary of the Treasury
—Secretary of Defense
—The Attorney General
—Secretary of the Interior
—Secretary of Agriculture
—Secretary of Commerce
—Secretary of Labor
—Secretary of Health & Human Services
—Secretary of Housing & Urban Development
—Secretary of Transportation
—Secretary Energy
—Secretary of Education
—Secretary of Veterans Affairs
—Chief Of Staff to the President
—U.S. Representative to the United Nations
—Director, Office of Management & Budget
—Chairman, Council of Economic Advisors
—U.S. Trade Representative
—President Pro Tempore of the Senate
—United States Senators (by seniority of Senate service; alphabetically when equal)
—Governors when not in their own State (by State date of entry or alphabetically)
—Acting heads of Cabinet level departments

- Former Vice Presidents of the United States
- House of Representatives (by seniority of House service; alphabetically when equal)
- Delegates to the House of Representatives from the District of Columbia, Guam, U.S. Virgin Islands, Puerto Rico, American Samoa
- Governor of Puerto Rico
- Counsellor and Assistants to the President and the Presidential Press Secretary
- Charges D’Affaires of Foreign Powers
- Former Secretaries of State
- Deputy Secretaries and Under Secretaries (when Deputy Secretary equivalent) of the Executive Departments (the No. 2 position)
- Solicitor General
- Administrator, Agency for Int’l Development
- Director, U.S. Arms Control & Disarmament Agency
- Director, U.S. Information Agency
- Under Secretaries of the Executive Departments (No. 3 position in department)
- U.S. Ambassadors at Large
- Under Secretary of Defense for Acquisition (for acquisition matters only) (see normal position below)
- Secretary of the Army
- Secretary of the Navy
- Secretary of the Air Force
- Director, Office of Science & Technology Policy
- Chairman, Board of Governors, Federal Reserve System
- Chairman, Council on Environmental Quality
- Chairman, Joint Chiefs of Staff
- Under Secretary of Defense for Acquisition
- Under Secretary of Defense for Policy
- Retired Chairman, Joint Chiefs of Staff
- Vice Chairman, Joint Chiefs of Staff
- Chiefs of Staff of the Army & Air Force; Chief of Naval Operations; Commandant, Marine Corps (by date of appointment)
- Retired Service Chiefs
- Generals of the Army & Air Force; Fleet Admirals
- Deputy Under Secretary of Defense for Acquisition
- Secretary General, Organization of American States
- Representatives to the Organization of American States
- Heads of International Organizations (NATO, SEATO, etc)
- Director, Central Intelligence Agency
- Administrator, General Services Administration
- Administrator, NASA

- Chairman, Merit Systems Protection Board
- Director, Office of Personnel Management
- Administrator, Federal Aviation Administration
- Chairman, Nuclear Regulatory Commission
- Director of the Peace Corps
- Director of Action
- Administrator, Environmental Protection Agency
- 3 —Special Assistants to the President
- Governors of Guam & the U.S. Virgin Islands
- Judges, U.S. Court of Appeals, Federal District
- Judges, U.S. Court of Appeals, D.C. District
- Cardinals
- Deputy Administrator, Agency for Int'l Development
- Deputy Director, Arms Control & Disarmament Agency
- U.S. Charges D'Affaires
- Commandant, U.S. Coast Guard
- Deputy Under Secretary of State
- Director, Defense Research & Engineering
- U.S. Ambassadors on official visits in the D.C.
- Assistant Secretaries of the Executive Departments, General Counsel, Inspector General (by date of appointment); Director, DOD Operational Testing & Evaluation; DOD Comptroller; Chief of Protocol, Dept. of State
- U.S. Ambassadors on official visits in the U.S. outside the District of Columbia
- Administrator, Nat'l Oceanographic (Atmospheric Admin.)
- Deputy Director, Central Intelligence Agency
- Deputy Director, General Services Administration
- Deputy Director, U.S. Information Service
- Deputy Director, NASA
- Deputy Director, Office of Personnel Management
- Deputy Director, Peace Corps
- Deputy Director of Action
- Asst Administrator, Agency for Int'l Development
- Comptroller General of the U.S.
- Deputy Assistants to the President
- Judges, Court of Military Appeals
- Members, Council of Economic Advisors
- Active or Designate U.S. Ambassador & Ministers of career rank when in the U.S.
- Archbishop
- Mayor of the District of Columbia
- Commissioners of the Trust Territories
- Under Secretary of the Army
- Under Secretary of the Navy
- Under Secretary of the Air Force

- Commanders-in-Chief, Unified/Specified Commands (by date of appointment)
- Retired Commanders-in-Chief (4-Star Rank)
- Vice Chiefs of Staff of the Army & Air Force; Vice Chief of Naval Operations; Asst Commandant of the Marine Corps (by date of appointment)
- Assistant Secretaries of the Services (by date of appointment within each service) and Service General Counsels
- Generals & Admirals (4-Star Rank)
- Retired General & Admirals (4-Star Rank)
- Director, Selective Service System
- Special Asst to the Secretary/Deputy Sec'y of Defense
- Executive Assistant to the Secretary of Defense
- Executive Asst to the Deputy Secretary of Defense
- Assistants to the Secretary of Defense
- Director, Administration & Management, OSD
- Executive Secretary, Office of the Sec'y of Defense
- 4 —Directors, DLA, DMA, NSA, DCA; other DOD Agencies
- Deputy Under Secretaries of Defense (by date of appointment); Deputy Director, Defense R&E; Director, Net Assessment
- Administrative Assistants of the Army, Navy, Air Force
- Lieutenant Generals & Vice Admirals
- Retired Lieutenant Generals & Vice Admirals
- Members, Defense Science Board
- Chairman, American Red Cross
- Bishops of Washington
- Principal Deputy Asst Secretaries of Defense; Principal Deputy Gen. Counsel, DOD (by date of appt)
- Former U.S. Ambassadors/Ministers to Foreign Powers
- Deputy U.S. Trade Representative
- Civilian Aides to the Secretary of the Army
- Heads of Independent Agencies; director, FBI; mayors
- Treasurer of the U.S.
- Director of The Mint
- Chairman, Federal Communications Commission
- Director, National Bureau of Standards
- Librarian of Congress
- Board of Governors, Federal Reserve System
- Chairman, D.C. Council
- Commissioner, U.S. Customs Service
- Commissioner, Internal Revenue Service
- Principal Deputy Asst Secretaries of the Services; Principal Deputy Gen. Counsels (by date of appointment)
- Deputy Asst Secretaries of Defense; Deputy Gen. Counsels, DOD (by date of appt); Advisor to the Deputy Sec'y of

- Defense for NATO Affairs; Sec'y of Defense Rep. to NST/START; Asst DOD IG
- Deputy Under Secretaries of the Services (by date of appointment within each service)
- Members, Secretary of Defense Boards
- Deputy Chief of Protocol, Dept. of State
- Counselors of Foreign Powers
- SES Members (PC 4); GS18; ST positions equiv. to PC4
- 5 —Major Generals & Rear Admirals (Upper Half)
- Retired Major Generals & Rear Admirals (Upper Half)
- Surgeon General of the U.S.
- Deputy Assistant Service Secretaries & Deputy General Counsels (by date of appt within each service)
- DOD Historian
- Assistant Under Secretaries of Defense
- SES Members (PC5); GS17; ST positions equal to PC5
- 6 —Brigadier Generals & Rear Admirals (Lower Half)
- Retired Brigadier Generals/Rear Admirals (Lower Half)
- Assistant Chiefs of Protocol, Dept. of State
- Secretary of the Senate
- Doorkeeper of the House
- Chaplain of the Senate
- Asst Deputy Under Secretaries of Defense and Principal Directors
- SES Members (PC6); GS16; ST positions equal to PC6
- 7 —Colonels; Captains (USN); GS15; FO-1; FP-1

STOP VIP CODES

- Counselors in Charge of Consulates of Foreign Powers
- GS14
- Lieutenant Colonels; Commanders; GS13; FO-2; FP-2
- GS12
- Majors; Lieutenant Commanders; FO-3; FP-3
- GS11
- Captains; Lieutenants (USN); GS10; FO-4; FP-4
- First Lieutenants, Lieutenants (USN); GS9; FO-5, FP-5
- GS8
- Second Lieutenants; Ensigns; GS7; FP-7
- Warrant Officers (by pay grade)
- Sergeant Major of the Army, Master Chief Petty Officer of the Navy; Chief Master Sergeant of the Air Force; Sergeant Major of the Marine Corps (by date of appointment)
- Master Chief Petty Officer of the Coast Guard
- Command Sergeants Major; Sergeants Major; Master Chief Petty Officers; Chief Master Sergeants; Master Gunnery Sergeants
- Other Noncommissioned Officers by Rank

APPENDIX D

Reminders for Planning a Reception

A. Event

- (1) _____ Host
- (2) _____ Guest of Honor
- (3) _____ Date, time, and place
- (4) _____ Dress

B. Guests

- (1) _____ Guest list
- (2) _____ Mail invitations 3-5 weeks in advance
- (3) _____ Keep working list of acceptances and regrets
- (4) _____ Will any of the guests require special attention (handicapped persons, dignitaries to be met, etc.)

C. Location/Arrangements

- (1) _____ Menu
- (2) _____ Number of bars and tenders
- (3) _____ Ensure nonalcoholic beverages are available
- (4) _____ Coat/hat check
- (5) _____ Name tags
- (6) _____ Place cards
- (7) _____ Podium and microphone
- (8) _____ Seating (if appropriate)
- (9) _____ Lighting at appropriate level
- (10) _____ Parking facilities

D. Miscellaneous

- (1) _____ Flags
- (2) _____ Decorations (flowers, potted plants)
- (3) _____ Music (check acoustics)
- (4) _____ Photographer (briefed beforehand)
- (5) _____ Receiving line
 - (a) Inform members of order beforehand
 - (b) Carpet runner
 - (c) Set-up table near for the ladies' purses and members' beverages
- (6) _____ Sequence of events (speeches, presentations, toasts)
- (7) _____ Aides. Often it is helpful to have junior officers and spouses aid in manning check-in tables, directing guests, etc.

APPENDIX E

Selected Bibliography on Protocol and Etiquette

Department of the Army Publications

AR 25-50	Preparing and Managing Correspondence
AR 600-25	Salutes, Honors, and Visits of Courtesy
AR 840-10	Description and Use of Flags, Guidons, Tabards, and Automobile Plates
FM 22-5	Drill and Ceremonies

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Guide to Military Dining-In, US Military Academy, 1976.

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